



# **Departmental Quarterly Performance Report**

**Miami-Dade Water and Sewer Department**

**Reporting Period:  
FY 02-03  
Second Quarter**

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**DRAFT**

**Department Name: Miami-Dade Water and Sewer Department**

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## MAJOR PERFORMANCE INITIATIVES

### Describe Key Initiatives and Status

### Check all that apply

County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility*

**Goal: Provide a more expeditious plans processing review system**

#### Objectives:

- Achieve an average 30-day turn around time for dry runs, versus 6-8 weeks actual time
- Achieve an average 15-day turn around time for final drawing approval, versus 3-6- weeks actual time
- Create a Walk-Thru Review Process for small projects, versus 2-3 weeks actual time

#### Performance Measures:

Number of plans received: **436**  
 Number of plans received per employee: **109**  
 Average turn around time Dry runs: **30 days**  
 Average turn around time Finals: **2 weeks**  
 Number of donations-Water (DW): **348**  
 Number of donations-Sewer (DS): **309**  
 Number of re-submittals-Dry runs: **29**  
 Number of re-submittals-Finals: **29**  
 Number of customer's feed back: **9**  
 Customer satisfaction rating: **Good**

☐ *Strategic Plan*  
☒ ***Business Plan***  
☐ *Budgeted Priorities*  
☐ *Customer Service*  
☐ *ECC Project*  
☐ *Workforce Dev.*  
☐ *Audit Response*  
☐ *Other* \_\_\_\_\_  
 (Describe)

County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility*

**Goal: Enhance customer satisfaction through the new client server Customer Information System (CIS)**

#### Objectives 1:

- Provide improvements to the CIS

#### Performance measures:

Number of CIS enhancements implemented by September 30, 2003

**Five Enhancements were implemented in the first quarter and for the second quarter the following four:**

1. "High 2's" – Modified lower limits of acceptable reads and create specialized scripts that monitored Meter Reading output and remove extraneous High 2's from CIS prior to human intervention being required.
2. NSF check charge – PeopleSoft CIS is now capable of automatically calculating NSF checks charge greater than \$500/00.
3. Premise location certificate – Modified the printing of the certificate to indicate the Service Through Date of active accounts with a zero balance.
4. On-demand – The CIS now prints reports to ITD's On-Demand system, thereby saving reams of paper (certain reports requiring up to 30 boxes of paper per report) and printing charges on a monthly basis.

☐ *Strategic Plan*  
☒ ***Business Plan***  
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<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Goal: Enhance customer satisfaction through the new client server Customer Information System (CIS) (Continued)</b></p> <p><b>Objective 2:</b></p> <ul style="list-style-type: none"><li>• Reduce average phone calls waiting time for customers from 4 to 2 minutes.</li></ul> <p><b>Performance measure:</b></p> <p>Average response time</p> <p>Work remains pending on these items. Additional permanent personnel have been approved on an overage basis. The selection and appointment process is on going. Upon the acquisition of additional monitoring software and enhancements for the Interactive Voice Response (IVR) equipment, along with the appointment and training of the additional permanent personnel; the organizational structure of the Call Center will be changed to support a "One-call" process to reduce the average call wait time. Due to a delay in implementing the monitoring equipment, the Performance Measure cannot be calculated at this time.</p>	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Goal: Provide Improved Potable Water Quality in South Miami-Dade County</b></p> <p><b>Objective 1:</b></p> <ul style="list-style-type: none"><li>• Obtain approval for the location of new wellfields.</li></ul> <p><b>Performance Measure:</b></p> <p>Obtain Water Use Permit from South Florida Water Management District by September 2003</p> <p>Permit was approved on March 13, 2003</p> <p><b>Objective 2:</b></p> <ul style="list-style-type: none"><li>• Perform Pilot Testing of Membranes for new plant</li></ul> <p><b>Performance Measure:</b></p> <p>Complete test and issue engineering report, recommending 3 membranes by December 2003</p> <p>A test site has been selected. Procurement has prepared RFQ No 55 for membrane elements. This RFQ was scheduled for the April Governmental Operations and Environment (GOE) Committee. The item has now been postponed by the Chair until next meeting.</p>	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>

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<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><b>Fiscal Responsibility</b></u></p> <p><b>Goal: Reduce financial impact to the county by modifying the Interim Peak Flow Study for Wastewater Facilities</b></p> <p><b>Objective 1:</b></p> <ul style="list-style-type: none"> <li>Obtain approval from EPA for Lateral Pilot Study, including time allocation and associated extension for Peak Flow Study submittal by December 2002</li> </ul> <p><b>Performance Measure:</b></p> <p>Obtain Lateral Pilot Study approval by December 2002</p> <p><b>Lateral Pilot Study was approved by the EPA on January 25<sup>th</sup> 2002. As a result of this study, the Peak Flow Management Study submittal date has been extended to February 8, 2007</b></p> <p><b>Objective 2:</b></p> <ul style="list-style-type: none"> <li>Obtain regulatory approval (EPA &amp; DEP) for alternative wastewater treatment during storm conditions</li> </ul> <p><b>Performance Measure:</b></p> <p>Obtain Permit modification by March 2003</p> <p><b>Submittal of the permit application has been delayed because the EPA is about to publish a blending policy, which will provide guidance to the Regional Office on how to approve alternative treatment process. The proposed Florida Department of Environmental Protection Consent Order allows for the consideration of alternative treatment for the South District Wastewater Treatment Plant.</b></p>	<p><input checked="" type="checkbox"/> <b>Strategic Plan</b></p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><b>Fiscal Responsibility</b></u></p> <p><b>Goal: To reduce WASD Inventory System-wide</b></p> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>Reduce the actual physical inventory of the department by 5% during FY 2002-03</li> </ul> <p><b>Performance Measure:</b></p> <p>Amount of savings from implementation of tasks</p> <p><b>Criteria have been established and meetings have been held with respective division users of materials. Site visits have been scheduled starting February 2003 to begin implementation. It is anticipated that the 5% reduction will be achieved this fiscal year.</b></p>	<p><input type="checkbox"/> <b>Strategic Plan</b></p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>

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<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><b>Fiscal Responsibility</b></u></p> <p><b>Goal:</b> To reduce unnecessary charge related to printing charges</p> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>• Reduce capital purchases of laser printers and secure copier machines that can provide network printing and scanning features</li> </ul> <p><b>Performance Measure:</b></p> <p>Amount of savings from network on copiers and reduction of costs associated with the laser printers vs. providing service</p> <p>The Douglas Road Facility has been fully implemented with copiers that provide both scanning and network printing capacity. Approximately 30% of the outer facilities have been upgraded to date. No new installations of single use scanners have been done this fiscal year, nor have any new printers been added to the capital inventory. It is anticipated that installation of all sites will be completed this fiscal year.</p>	<p><u>√</u> <b>Strategic Plan</b></p> <p><u>√</u> <b>Business Plan</b></p> <p><input type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <u><b>People</b></u> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Goal:</b> Provide additional training to existing staff</p> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>• Train 1042 employees per quarter.</li> </ul> <p><b>Performance Measure:</b></p> <p>Number of employee trained per quarter.</p> <p>In the first quarter, 385 employees were trained. In the second quarter, 1,194 employees were trained</p> <p>Now that the training unit has a total of four (4) Training Specialist II, that were hired in December 15, we are presently reviewing, updating and revising all training courses and materials. During 2<sup>nd</sup> QTR FY 03 we have redesigned / created and implemented the following courses:</p> <ul style="list-style-type: none"> <li>New employee orientation</li> <li>Customer service excellence</li> <li>Supervisory course</li> <li>Training records management</li> <li>Training unit web portal</li> <li>Customer Service Excellence</li> <li>Right-to-know</li> <li>Sexual harassment</li> <li>Ethics training</li> <li>Cultural Diversity</li> <li>Workplace violence</li> <li>Unlawful harassment</li> <li>Accelerated note taking</li> </ul>	<p><u>√</u> <b>Strategic Plan</b></p> <p><u>√</u> <b>Business Plan</b></p> <p><input type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>

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<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Implement new retail rates for water and wastewater as approved.</p> <p><b>Implemented October 1, 2002</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <b><i>Business Plan</i></b></p> <p><input checked="" type="checkbox"/> <b><i>Budgeted Priorities</i></b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue implementation of a \$ 1 billion wastewater facilities improvement program to satisfy the requirements of two federal consent decrees and two state settlement agreements; additional requirements under decrees and agreements have extended the anticipated completion date to January 2010; program improvements includes upgrade of the wastewater collection, transmission, treatment, and disposal systems.</p> <p><b>Ongoing. As of March 2003, 1274 milestones have been completed.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <b><i>Business Plan</i></b></p> <p><input checked="" type="checkbox"/> <b><i>Budgeted Priorities</i></b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <u><b>People</b></u> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Provide subsidy to the City of North Miami Beach to reimburse for water and sewer surcharge charged by the City to UMSA residents living in single-family homes (not to exceed \$ 786,000)</p> <p><b>North Miami Beach legal Counsel is reviewing the agreement the Office of County Manager send for signature on December 24, 2002</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <b><i>Business Plan</i></b></p> <p><input checked="" type="checkbox"/> <b><i>Budgeted Priorities</i></b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <u><b>People</b></u> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue to modernize and rehabilitate water and wastewater systems, expand and upgrade water and wastewater treatment facility capacity and infrastructure to meet increasing demands, improve water treatment process to satisfy new standards, and promote water conservation</p> <p><b>The updated water and wastewater facilities master plans, to be submitted for BCC approval in June 2003, include these projects.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <b><i>Business Plan</i></b></p> <p><input checked="" type="checkbox"/> <b><i>Budgeted Priorities</i></b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <u><b>People</b></u> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue connecting park sewers (funding of \$3 million provided by Miami-Dade Water and Sewer Department)</p> <p><b>Ongoing</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <b><i>Business Plan</i></b></p> <p><input checked="" type="checkbox"/> <b><i>Budgeted Priorities</i></b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>

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<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Restore road and rights-of-way of streets surrounding the Hialeah-Preston Water Treatment Plants</p> <p><b>MDWASD has successfully re-engineered the proposed water main project in a way that eliminates the need to perform any construction on 3<sup>rd</sup> Ave or 13<sup>th</sup> St. Construction of this line will not impact the recently improved 9<sup>th</sup> St. project. The City can now plan their drainage work and the re-surfacing required as a result of that will be the responsibility of the City.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue to upgrade wastewater pump stations and transmission mains</p> <p><b>Ongoing.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Conduct a feasibility study of a greywater recycling project to irrigate Crandon Golf Course</p> <p><b>MDWASD met with the Parks Department and the South Florida Water Management District to start the development of a feasibility study to use reclaim water to irrigate various parks, including Crandon.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue Phase II water and sewer improvements along NW 7th Ave south of the Little River canal</p> <p><b>Design-built project awarded, 60 percent completed. Project to be completed in FY 2002-03.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue water and sewer improvements along NW 32nd Ave</p> <p><b>Metro equipment is preparing to jack and bore under Fla railroad. Most of the pipeline is installed. Reconstruction will begin soon</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>



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<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Begin preliminary planning and design for the installation of water distribution and sewage collection systems to service the Perrine-Cutler Ridge business area from SW 168 Street to 184 Street and from SW 97 avenue to the bus way.</p> <p><b>Preliminary planning completed First Quarter FY 2001-02. Three projects are under preliminary design. Partial funding has been secured. Continue to hold quarterly meetings with the Perrine-Cutler Ridge Community Council.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Take over responsibility for maintenance, repair, and operation of County-owned pump stations from P&amp;R, C&amp;R, and GSA</p> <p><b>Per the Assistant County Manager, the funds are to be used for the new turf of the soccer park next to the Southwest Wellfield, for wellfield protection.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Begin implementation of a new financial system</p> <p><b>Pending completion of RFP selection process. Presentations and demonstrations scheduled for May &amp; June 2003. Final selection anticipated in July 2003</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue to inspect and rehabilitate gravity sewers to reduce infiltration and inflow</p> <p><b>Ongoing</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue system wide corrosion control plan including sewer main restoration refurbishing structures at the pump stations and various projects at the regional wastewater treatment plants</p> <p><b>Ongoing</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____</p> <p>(Describe)</p>



# Departmental Quarterly Performance Report

**DRAFT**

**Department Name: Miami-Dade Water and Sewer Department**

**Reporting Period: FY 02-03, Second Quarter**

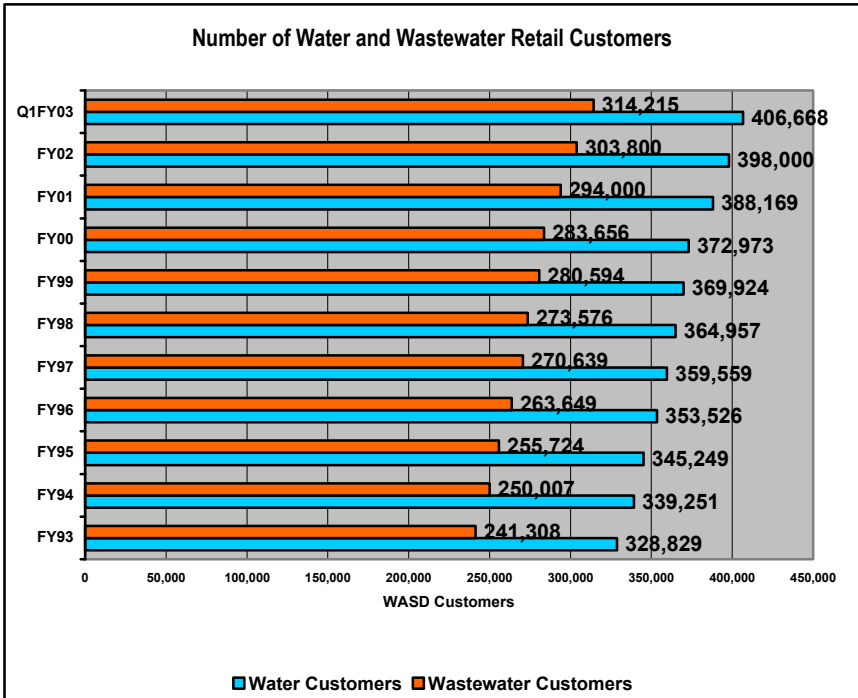
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Implementation of reuse program at the Central and South District Wastewater Treatment Plants</p> <p><b>Completed in FY 01-02</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Improvements at the Central District Wastewater Treatment Plant, including digesters improvements, emergency generators, sludge holding tanks, gravity sludge thickener improvements.</p> <p><b>The design of the digester and emergency generators has been completed. The sludge holding tank and thickeners are in the planning process.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Continue multiyear water program addressing water pumping, treatment, transmission, and distribution capacity required under the Comprehensive Development Master Plan (CDMP)</p> <p><b>The Water Facilities Master has been updated to meet the projected demands to the year 2020. The Plan will be addressed at a special workshop of the Governmental Operations and the Environment on May 7, 2003. It is anticipated that the Plan will presented for Board of County Commission approval in June 2003.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input type="checkbox"/> <i>Business Plan</i></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>\$75,000 Funding for the South Florida Resource Center Mobile Irrigation Lab will be provided by the water and Sewer Department</p> <p><b>First quarter installment, in the amount of \$18,750.00, made on March 13, 2003.</b></p>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <b>Business Plan</b></p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>

# Departmental Quarterly Performance Report

**DRAFT**

**Department Name: Miami-Dade Water and Sewer Department**

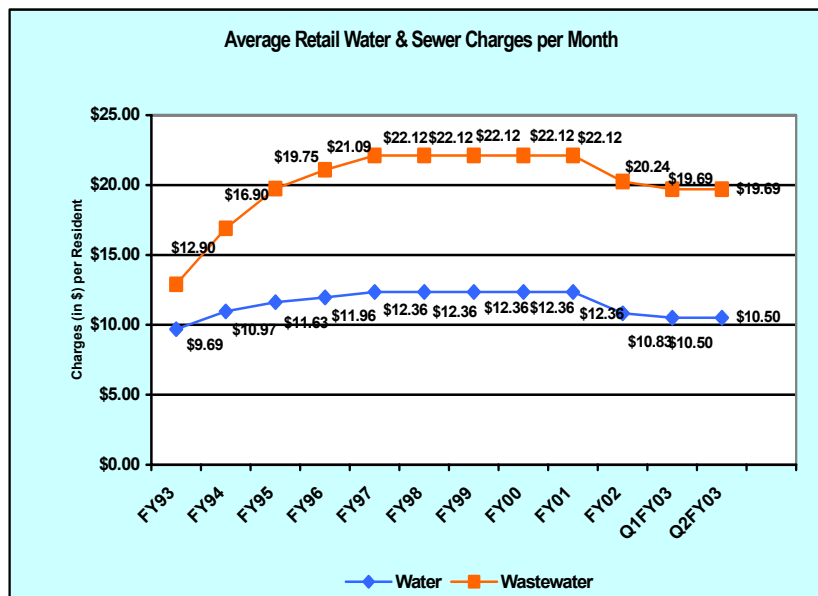
**Reporting Period: FY 02-03, Second Quarter**

<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Funding for the sewer connection from NW 7 Avenue to 27 Avenue along 183 Street (\$3 million) and the sewer main relocation for the Carol City Community Center (\$255,000).</p> <p><b>An inter-local agreement has been approved by the City of North Miami Beach, pending County approval, for the sewer connection along 183<sup>rd</sup> Street. A joint project agreement with Florida Department of Transportation has been signed for the construction, which is anticipated to be completed by January 1, 2004. The sewer main relocation for the Carol City Community Center was completed in April 2003.</b></p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>																																				
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Funding for projects along NW 79 Street and along NW 27 Avenue from 54 Street to 135 Street will be obtained from grants and from the Water and Sewer Department</p> <p><b>EPA Grant \$500,000 available for the design of NW 79<sup>th</sup> Street project.</b></p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> <b>Budgeted Priorities</b></p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____ (Describe)</p>																																				
<p>County Mgr. Priority (Circle One): <i>People</i> <u><b>Service</b></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Number of water and sewer customers</b></p>  <table border="1"> <caption>Number of Water and Wastewater Retail Customers</caption> <thead> <tr> <th>Period</th> <th>Water Customers</th> <th>Wastewater Customers</th> </tr> </thead> <tbody> <tr> <td>Q1FY03</td> <td>406,668</td> <td>314,215</td> </tr> <tr> <td>FY02</td> <td>398,000</td> <td>303,800</td> </tr> <tr> <td>FY01</td> <td>388,169</td> <td>294,000</td> </tr> <tr> <td>FY00</td> <td>372,973</td> <td>283,656</td> </tr> <tr> <td>FY99</td> <td>369,924</td> <td>280,594</td> </tr> <tr> <td>FY98</td> <td>364,957</td> <td>273,576</td> </tr> <tr> <td>FY97</td> <td>359,559</td> <td>270,639</td> </tr> <tr> <td>FY96</td> <td>353,526</td> <td>263,649</td> </tr> <tr> <td>FY95</td> <td>345,249</td> <td>255,724</td> </tr> <tr> <td>FY94</td> <td>339,251</td> <td>250,007</td> </tr> <tr> <td>FY93</td> <td>328,829</td> <td>241,308</td> </tr> </tbody> </table>	Period	Water Customers	Wastewater Customers	Q1FY03	406,668	314,215	FY02	398,000	303,800	FY01	388,169	294,000	FY00	372,973	283,656	FY99	369,924	280,594	FY98	364,957	273,576	FY97	359,559	270,639	FY96	353,526	263,649	FY95	345,249	255,724	FY94	339,251	250,007	FY93	328,829	241,308	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input checked="" type="checkbox"/> Other _____ (Describe)</p> <p><b>Department Workload Indicator</b></p>
Period	Water Customers	Wastewater Customers																																			
Q1FY03	406,668	314,215																																			
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<p>County Mgr. Priority (Circle One): <u><b>People</b></u> <i>Service</i> <i>Technology</i> <i>Fiscal Responsibility</i></p>	<p><input type="checkbox"/> Strategic Plan</p>																																				

**Departmental Quarterly Performance Report**  
**Department Name: Miami-Dade Water and Sewer Department**  
**Reporting Period: FY 02-03, Second Quarter**

**DRAFT**

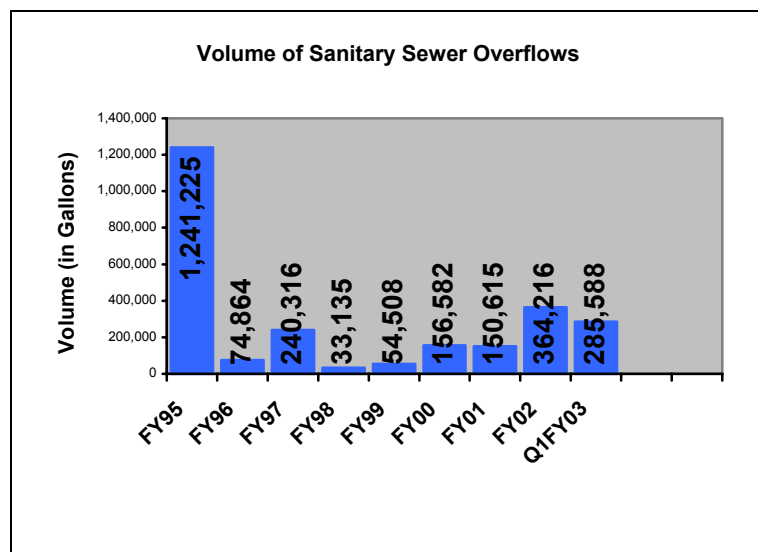
**Average retail water and sewer charges per month**



*Business Plan*  
☒ **Budgeted Priorities**  
☐ *Customer Service*  
☐ *Workforce Dev.*  
☐ *ECC Project*  
☐ *Audit Response*  
☐ *Other*  
 (Describe)

County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility*

**Performance Measure: Volume of Sanitary Sewer Overflows**



*Strategic Plan*  
☐ *Business Plan*  
☐ *Budgeted Priorities*  
☐ *Customer Service*  
☐ *Workforce Dev.*  
☐ *ECC Project*  
☐ *Audit Response*  
☒ **Other**  
 (Describe)

**Department  
 Performance  
 Measure**

NOTE: The volume of overflows excludes those caused by severe storms, contractor breaking a pipe or vandalism. The severe storms include Tropical Storm Gordon (FY95), the October 1998 2-yr storm, Hurricane Irene (FY00) and the No-name Storm of October 2000 (FY01). Due to elaborated causes on 6-21-02, Pump Station #2 experienced a spill of more than 300,000 gallons

# Departmental Quarterly Performance Report

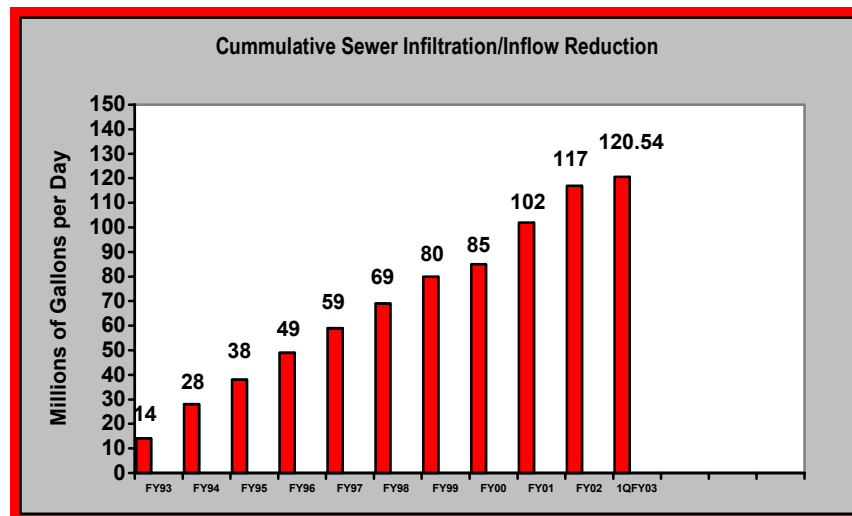
**DRAFT**

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 02-03, Second Quarter

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

## Performance Measure: Infiltration and Inflow reduction



☐ Strategic Plan  
☐ Business Plan  
☐ Budgeted Priorities  
☐ Customer Service  
☐ Workforce Dev.  
☐ ECC Project  
☐ Audit Response  
☒ **Other**  
 (Describe)

**Department  
Performance  
Measure**

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

**Efficiency Program** – Since March 1998, the Power Efficiency Program has generated more 3,092 ideas and has created 62 Process Improvement Teams. As of September 2002, the Department has documented \$17.3 million in savings. In FY02, the Manager’s Employee Recognition Committee reviewed the projects submitted by the Department for gain sharing. Twenty-five percent of that, or \$889,788, was distributed among the qualified employees. The bonus amount was distributed with the December 13, 2002, pay check. This fiscal year, we have estimated \$4,097,801 in saving, and \$903,359 was reported for the past two quarters. This fiscal year, and WASD employees will receive a bonus based on 25% of that saving.

☐ Strategic Plan  
☐ Business Plan  
☐ Budgeted Priorities  
☐ Customer Service  
☐ Workforce Dev.  
☒ **ECC Project**  
☐ Audit Response  
☐ Other  
 (Describe)

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

**Memorandum of Understanding (MOU) ECC Report # 809** – WASD, The Office of Performance Improvement (OPI), and the Unions (Government Supervisors Association of South Florida and AFSCME Local 121) are developing a MOU that will assist with measuring performance and rewarding employees through gain-sharing. WASD has developed a list of prioritized performance measures for the entire Department. WASD, Unions, and OPI meetings are scheduled for the last week of April to review each measure and develop targets. It is anticipated that an agreement that includes a gain-sharing component will be reached by the end of this fiscal year

☐ Strategic Plan  
☐ Business Plan  
☐ Budgeted Priorities  
☐ Customer Service  
☐ Workforce Dev.  
☒ **ECC Project**  
☐ Audit Response  
☐ Other  
 (Describe)

# Departmental Quarterly Performance Report

**DRAFT**

**Department Name: Miami-Dade Water and Sewer Department**

**Reporting Period: FY 02-03, Second Quarter**

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County Mgr. Priority (Circle One): *People* *Service* *Technology* **Fiscal Responsibility**

**WASD 5 year Financial Efficiency Plan ECC Report # 880** – WASD is working with Budget Office to develop a 5 year Financial Efficiency Plan that includes a tax increase.

☐ *Strategic Plan*  
☐ *Business Plan*  
☐ *Budgeted Priorities*  
☐ *Customer Service*  
☐ *Workforce Dev.*  
☒ ***ECC Project***  
☐ *Audit Response*  
☐ *Other* \_\_\_\_\_  
*(Describe)*

# Departmental Quarterly Performance Report

**DRAFT**

**Department Name: Miami-Dade Water and Sewer Department**

**Reporting Period: FY 02-03, Second Quarter**

## PERSONNEL SUMMARY

### **A. Filled/Vacancy Report**

NUMBER OF FULL- TIME POSITIONS *	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	2,343	02-03	2,380	145	2,398	127				

\* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

### Notes:

#### **B. Key Vacancies**

Security position, customer service overages, other overages.

(0810) Administrative Officer 1

(5712) W&S Office Support Specialist 2

(5802) W&S Clerk 2

(5802) W&S Semi-Skilled Laborer

(5852) Treatment Plant Operator 1

(5940) New Business Representative

(5719) W&S Secretary

(5904) Customer Service Supervisor 1

#### **C. Turnover Issues**

Promotional positions – each time there is a promotion in one tier, it affects the other positions.

(5541) Pipe fitter Supervisor 2

(5861) Lime Production Plant Operator

(5574) W&S Service Technician Supervisor

(5904) Customer Service Supervisor 1

(5748) Customer Service Representative 1

(5940) New Business Representative

(5749) Customer Service Representative 2

(5972) W&S Plant Maintenance Supv.

(5853) Treatment Plant Operator 2

(5974) W&S Mech. Maintenance Supv.

#### **D. Skill/Hiring Issues**

Salary levels for technical staff.

#### **E. Part-time, Temporary and Seasonal Personnel**

*(Including the number of temporaries long-term with the Department)*

- 71 Agency Temporary Employees

- No Part-time employees

#### **F. Other Issues**

- Positions on “CK” status (injuries)
- Residency requirement – qualified applicant from bordering County
- Lack of qualified applicants – Wastewater Chief, Customer Service Chief, Security Chief, Hydro geologist 3
- Significant number of workforce will be retiring from the department in the next 3 years. Needs succession plan for entire department

**Departmental Quarterly Performance Report**  
**Department Name: Miami-Dade Water and Sewer Department**  
**Reporting Period: FY 02-03, Second Quarter**

**DRAFT**

**FINANCIAL SUMMARY**

	FY 2001-2002 Actual	FY 2002-2003							
		Total Annual Budget	Quarter 2		Year-to-Date			% of Annual Budget	
			Budget	Actual	Budget	Actual	Variance		
Revenues									
Water Revenues	\$151,095,000	\$155,898,000	\$38,974,500	\$39,074,000	\$77,949,000	\$76,476,000	(\$1,473,000)	49%	
Wastewater Revenues	\$203,012,000	\$203,353,000	\$50,838,250	\$51,219,000	\$101,676,500	\$104,670,000	\$2,993,500	51%	
Non-Operating Revenues	\$19,409,000	\$28,566,000	\$7,141,500	\$4,168,000	\$14,283,000	\$8,367,000	(\$5,916,000)	29%	1
Transfer from Other Funds	\$33,895,000	\$33,988,000	\$8,497,000	\$0	\$16,994,000	\$0	(\$16,994,000)	0%	2
Cash Carryover Reserve	\$34,646,000	\$36,642,000	\$0	\$0	\$36,642,000	\$36,642,000	\$0	N/A	
Total Revenues	\$442,057,000	\$458,447,000	\$105,451,250	\$94,461,000	\$247,544,500	\$226,155,000	(\$21,389,500)	49%	
Expenditures									
Water Production & Distribution	\$48,220,000	\$61,270,000	\$15,317,500	\$12,477,000	\$30,635,000	\$22,811,000	\$7,824,000	37%	
Wastewater Collection & Treatment	\$86,422,000	\$92,235,000	\$23,058,750	\$21,420,000	\$46,117,500	\$42,555,000	\$3,562,500	46%	
Engineering & Construction	\$8,904,000	\$13,592,000	\$3,398,000	\$2,580,000	\$6,796,000	\$4,851,000	\$1,945,000	36%	
Finance/Customer Service	\$37,225,000	\$43,568,000	\$10,892,000	\$10,048,000	\$21,784,000	\$17,768,000	\$4,016,000	41%	
Administrative/ Departmental Support	\$16,101,000	\$15,458,000	\$3,864,500	\$4,277,000	\$7,729,000	\$9,012,000	(\$1,283,000)	58%	
Sub-Total Expenditures	\$196,872,000	\$226,123,000	\$56,530,750	\$50,802,000	\$113,061,500	\$96,997,000	\$16,064,500	43%	3
Non-Operating Expenditures									
Non-Operating Expenditures	\$133,000	\$5,976,000	\$1,494,000	\$0	\$2,988,000	\$3,580,000	(\$592,000)	60%	4
2002-03 Cash Req. per Bond Ordinance	\$36,642,000	\$37,686,000	\$0	\$0	\$37,686,000	\$37,686,000	\$0	N/A	
Sub-Total Non-Operating Expenditures	\$36,775,000	\$43,662,000	\$1,494,000	\$0	\$40,674,000	\$41,266,000	(\$592,000)	95%	
Transfers To Other Funds									
Transfers to Debt Service	\$113,136,000	\$118,337,000	\$29,584,250	\$31,187,000	\$59,168,500	\$71,933,000	(\$12,764,500)	61%	5
Transfers to Capital	\$62,239,000	\$69,059,000	\$17,264,750	\$17,135,000	\$34,529,500	\$34,946,000	(\$416,500)	51%	
Transfers to/(from) Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	
Operating Transfers to County General Fund	\$33,035,000	\$1,266,000	\$316,500	\$7,885,000	\$633,000	\$18,886,000	(\$18,253,000)	1492%	2
Sub-Total Transfers To Other Funds	\$208,410,000	\$188,662,000	\$47,165,500	\$56,207,000	\$94,331,000	\$125,765,000	(\$31,434,000)	67%	
Total Expenditures	\$442,057,000	\$458,447,000	\$105,190,250	\$107,009,000	\$248,066,500	\$264,028,000	(\$15,961,500)	58%	
Revenues Less Expenditures	\$0	\$0	\$261,000	(\$12,548,000)	\$(522,000)	\$(37,873,000)			



**Departmental Quarterly Performance Report****DRAFT****Department Name: Miami-Dade Water and Sewer Department****Reporting Period: FY 02-03, Second Quarter****EQUITY IN POOLED CASH**

Fund	FY 2001-2002 Actual Fund Balance	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Rate Stabilization Fund	\$90,915,216	\$90,262,470	\$90,262,470	\$90,262,470	\$90,262,470
General Reserve Fund	\$58,942,752	\$58,412,651	\$58,412,651	\$58,412,651	\$58,412,651
Renewal & Replacement Fund	\$60,432,059	\$72,648,675	\$69,898,675	\$67,148,675	\$64,398,675
Series 1994 Construction Fund	\$3,282,738	\$3,905,278	\$3,742,778	\$3,580,278	\$3,417,778
Special Construction Fund	\$11,159,260	\$11,077,146	\$11,090,146	\$11,103,146	\$11,116,146
Plant Expansion Fund	\$94,572,475	\$98,008,038	\$100,301,788	\$102,595,538	\$104,889,288
Fire Hydrant Fund	\$4,306,921	\$5,154,027	\$4,471,777	\$3,789,527	\$3,107,277
Series 1995 Bond Fund	\$61,350,107	\$61,664,947	\$59,863,697	\$58,062,447	\$56,261,197
Series 1997 Bond Fund	\$181,509,292	\$182,616,680	\$175,517,430	\$168,418,180	\$161,318,930
Series 1999 Bond Fund	\$119,087,476	\$119,068,859	\$117,616,359	\$116,163,859	\$114,711,359
<b>Total</b>	<b>\$685,558,296</b>	<b>\$702,818,771</b>	<b>\$691,177,771</b>	<b>\$679,536,771</b>	<b>\$667,895,771</b>

**Comments:**

The quarterly expenditure budget is based on 25% of the annual budget (as required by the Miami-Dade County Charter).

Water and Wastewater revenues budget for FY 2002-2003 is taken from "Cost of Service and Rate Study" Report prepared by KPMG Consulting.

FY 2002-2003 Operating Transfer is shown net of \$30,786,000 Transfer from General Reserve Fund. FY 2002-2003 Operating Transfer is \$32,052,000.

1- Variation of Non-Operating Revenues due to lower interest earnings resulting primarily from lower interest rates.

2- Department Transfers from/to Other Funds do not occur until the fourth quarter of the fiscal year.

3- Variation of Operating Expenditures primarily due to lower than anticipated chemicals, outside services and natural gas costs.

4- Variation of Non-Operating Expenditures due to increase in inventory.

5- Variation of Transfer to Debt Service due to pre-funded Debt Service.

***STATEMENT OF PROJECTION AND OUTLOOK***

**The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:**

Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

**DEPARTMENT DIRECTOR REVIEW**

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

\_\_\_\_\_  
Signature

Department Director

Date \_\_\_\_\_